

SENIOR CITIZENS ADVISORY BOARD AGENDA

Tuesday, July 17, 2018 • 9:00 a.m. San Bruno Senior Center, 1555 Crystal Springs Road

WELCOME TO OUR ADVISORY BOARD MEETING: If you wish to speak on an item under discussion by the Board and appearing on the agenda, you may do so upon receiving recognition from the Board Chair. If you wish to speak on a matter <u>not</u> appearing on the agenda, you may do so during PUBLIC COMMENT. In compliance with the American Disabilities Act, individuals requiring accommodation for this meeting should notify us 48 hours prior to the meeting (616-7150).

- 1. CALL TO ORDER/ROLL CALL: Chair Bill Goff, Vice-Chair Flori Green, Dorothy Carmichael, Bill Hayes, Joanne Tracey, Barbara Luzaich, Herb Chu, and Treasurer Karen Hornung.
- 2. PLEDGE OF ALLEGIANCE:
- 3. REVIEW OF AGENDA:
- 4. ACCEPTANCE OF MINUTES: June 19, 2018
- 5. CONSENT CALENDAR:
 - a. Treasurer's Report June 2018
 - b. Receive and File Monthly Information and Referral, Class Attendance, Nutrition Site Reports and Senior Center Historical Front Desk Sign In Data (Tessier, Rangel)
- 6. PUBLIC COMMENTS ON MATTERS NOT ON THE AGENDA: Note: Board policy is to refer matters raised in this forum to staff for investigation and/or action where appropriate. State Law, known as the "Brown Act", prohibits Board from discussing or acting upon any matter that is not on the agenda. Non-agenda issues raised by members of the public or by the Board may, at the discretion of the Board, be scheduled for consideration at future meetings.
- 7. UNFINISHED BUSINESS:
 - a. Discussion Regarding Draft of Charitable Bequest Program
 - b. Update on Trash Enclosure Fencing
- 8. NEW BUSINESS:
- 9. ITEMS FROM BOARD MEMBERS:
- 10. ITEMS FROM STAFF:
- 11. ADJOURNMENT

** POSTED PURSUANT TO LAW **



Community Services Department

MEETING MINUTES

Senior Citizens Advisory Board June 19, 2018

- 1. Call to Order/Roll Call: Chair Goff called the meeting of the Senior Citizens Advisory Board to order at 9:01 a.m. Board Members Present: Chair Goff, Vice Chair Green, Carmichael, Chu, Hayes, Luzaich, Tracey. Board Members Absent: Treasurer Hornung. Staff Present: Brewer, Rangel, Stallings, Tessier.
- 2. PLEDGE OF ALLEGIANCE: Chair Goff led the Pledge of Allegiance.
- 3. REVIEW OF AGENDA: No changes.
- 4. ACCEPTANCE OF MINUTES: MSC Hayes/Green to accept the minutes of the May 15, 2018 meeting. Approved unanimously.
- 5. CONSENT CALENDAR:
 - a. Approve: Treasurer's Report May 2018
 - b. Approve: Monthly Information and Referral, Class Attendance, Nutrition Site Reports, and Senior Center Historical Front Desk Sign In Data
 - c. Approve: Monthly Minutes from Senior Events Committee
 MSC Hayes/Tracey to approve the Consent Calendar and passed with all ayes.
- 6. PUBLIC COMMENT:
- 7. CONDUCT OF BUSINESS:
- 8. UNFINISHED BUSINESS:
 - a. Discussion Regarding Draft of Charitable Bequest Program Interim Director Stallings presented information to the Board regarding a Charitable Bequest Program. MSC Hayes/Tracey to move forward with proposal. Approved unanimously.
- 9. ITEMS FROM MEMBERS AND SUBCOMMITTEE REPORTS: None.
- 10. ITEMS FROM STAFF: None.
- 11. ADJOURNMENT: Vice Chair Green adjourned the meeting at 10:10 a.m.

SENIOR ADVISORY BOARD TRUST FUND REPORT

JUNE 30, 2018

Checking Account Balance 5/31/2018	5	9,986.80)	
Interest Deposit Checks	97 97	0.42 3 - 3 -	2	
Checking Account Balance 6/30/2018			\$	9,987.22
Amount held at City of San Bruno prior 7/1/2013			\$	103,932.20
Amount held at City of San Bruno July 1, 2013-June 30, 2017			\$	56,499.44
Amount deposited to City since 7/1/2017	\$	10,077.18		
Deposit made to City account June	\$	252.49		
Deposit made to City account June	\$	153.98		
Deposit made to City account June	\$	439.92		
Deposit made to City account June	\$	197.47		
Deposit made to City account June	\$	596.00		
Amount deposited to City this fiscal year			\$	11,717.04
TOTAL NET WORTH JUNE 30, 2018			\$ 1	82,135.90

2017-18 Infor

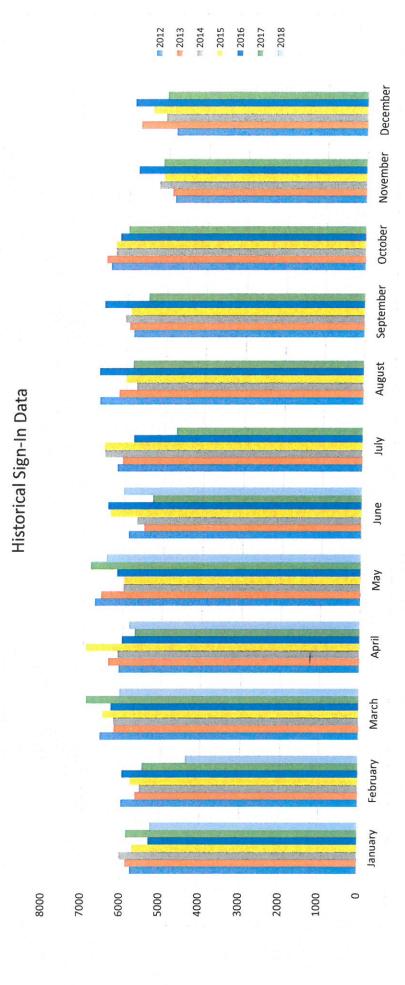
			707		-18 Information and Referral Statistics	ferral Statist	S					
	July	August	Sentember	October	November			Г				
Housing	,	-		2000	Jagillavoni	December	January	February	March	April	May	June
0	7	Ţ	0	Ţ	0	0	0	-	7			
Shopping	Н	Н	,	1	c		,	4	-	4	4	3
Transportation	_	۲		1			Ţ	0	1	0	0	2
	,	7	3	7	3	7	11	2	2	۲	۲	
Assisted Living	2	0	1	0	c	C	-	1 0	,	7	7	1
Legal	oc	-	0	-	,		T	0	1	0	က	0
		1		Т	7	0	7	-	2	Δ	-	
Insurance	7	0	0	-	c	c	-			-	7	0
Welfare Check	-	7					T	0	1	0	0	Ţ
	4	1	0	0	0	C	_	_	c			
Health	0	0	-	c	-	,				0	0	0
Counseling	c		4 (7	7	4	2	2	9	7	-
9		0	0	0	0	0	1	1	,	,	-	
Clean/Repair	2	0	2	1	2	2		1 (7	7	T	7
General	c	L		1 (7	0	3	3	_	⊣	1	2
		0	٥	9	3	2	6	00	1,5	×	_	L
Montnly lotal	22	11	14	16	10	0	22	,			t	2
					24	0	55	18	35	27	18	17

	Ľ	1.	1	ſ		ı		The Party and Personal Property and Personal																				
	-		Monday			ine	>1	_	% ≪		day		Thu	Thursday	>	L	F	Friday		H	S	aturc	26	H	Ū	Sunday		Total
AARP	4	E	18	25	2	12	19	56	9	13 20	0 27	7	14	21	28	-	80	15	22 2	29 2		9 16 23	-	30	3 10	14	24	lotal
Art Appreciation	1	1		-			1	+	\dashv	Н	Н	L		∞	L		T	_	-	_	+		_	_	+		7	
Ballroom Dance	1	1		9	,	1	\rightarrow	+	+	+								+	+	+			\dagger	+	+	+		36
Bingo	42	T L	1	40	9	9	4	=	-	\rightarrow	_	-								-	_		T	2	23	50	54	100
Birthday Club	_	5	5	_			5	-/	2/	72 58	3 56	131	130	121	146	46	44	Ť	49 7	79	L		T	-	+	4	-	1105
Blood Pressure		1					8	+	+	+	1	4									L		T	+	+	1		50
Bocce	7,		5	Ş	1		\rightarrow	+	+	+	1	_							2	21			T	-	+	-		24
Book Club	2 5	T	\$	4]	1	44	45	+	4						44	22		40 3	38	L		t	+	+	1		2000
Bridge/Board Comes	2	1				7	1	+	+	-								H	+	+	1	I	\dagger	+	+	1	I	070
Coromico	\rightarrow						\exists									4	T	+	4	4	1		\dagger	+	+	1		10
Ceramics	6	6	12	œ					-	-		L					+	\dagger	+	+	1	I	\dagger	+	+	4		12
Computers	_	10	8	8	4	3	5	9	11 9	7	2	6	0	c	c	п	c	+	+	+	1	1	+	+	1	4		33
Crochet							T	+-	+	1	1		1			2 0	40	+	+	4 5	1		\dagger	\dashv	\dashv	4		104
Current Events						Γ	t	+	14 1	14 15	12	\downarrow	I		I	0	o		9		_		1	\dashv	-			36
Driver Safety		T			T	T	\dagger	+	_	-	_	\downarrow	I	\int			+	+	-	-				_				55
Exercise		T	T		5	25	000	+	+	+	1	1	-							_					H	L		
Gardening		1		T	2	3	_	44	+	+		25	21	17	17				_	_			\vdash	\vdash	\vdash	\perp	İ	222
HICAP	1	T	T		1	\dagger	+	+	+	+						9	4	4	3	5			t	+	+	1		202
Hiking/Walking	-		,	19	1	П	+	+		-								-	\vdash	-	L		\dagger	+	+	\downarrow	I	77
History Class	0	ा	2	2	1	1	+		14 10	0 18	3 12					15	17	14	18	18		I	\dagger	+	+	\downarrow	I	
lorgophore		1	1				\exists									6	8	_	+-	0	1	I	\dagger	+	+	1	Ī	203
norsesmoes		\neg						_	-	15 16	3 16						+	+	-	+	1		\dagger	+	+	4		45
Karaoke	9	8	11	10				+	\vdash		+					Ţ	\dagger	+	+	+	\int		\dagger	+	4	1		47
Knitting								-	-	1	_		I			и	1	+	+	+			+	+	4	4		36
Library Services					4	8	2	4	-	-	L	L				,	1	0			\int		\dagger	\dashv	4			26
Line Dancing					43	33	-	42	\vdash	+	-	L	I			1	\dagger	+	+	+			\dagger	+	4			16
Movie	17				T		\vdash	+	+	+	1	1	I			1	\dagger	+	+	+	\int		\dagger	+	\dashv			162
Oil Painting							-	+	\vdash	-	L	13	14	14	12		+	+	+	+	\perp		+	+	4			17
Paper Crafts						T	1	+	-	+	-	2			2		+	+	+	+	1		+	\dashv	4			54
Pedro							12 '	10	+	-	1	άV	1	5	36	+	+	+		+	\perp		+	+	\dashv			9
Pickleball		T		T	T	T	+	-	22	7,	7	2	-	7	9	+	+	+	+	+	1		1	\dashv				200
Pilates	20 1	17	17	18	1	T	+	+	1	-	-					+	+	+	+	+			\exists	-				48
Ping Pong		1			T	T	\dagger	+	+	+						(+	\dashv	\neg	-				_				72
Pool	14	13	12	14	12	12	10,	1	42	7		_	,	,	(6	\rightarrow	_	-	0					L			44
Presentations			-	-	1	-	+	+	+	-	4	o	2	77	D)	∞	9	4	10 13	3				L				239
Singing		T		T	\dagger	T	+	+	+	+	1			1			+	+	6									46
Sit & Workout		T	T		12	0	16.	17	+	+	1					1	+	+	12	2								12
Softball		+		T	1	+	-		+	+	1	5	7	4	1	1	+	+	+	-								51
Spanish		+	T	T	17	14	21 2	22	+	+		7		2	2	+	+	+	+	4	\Box							49
Special Event/Party		t		T	+	+	+	i	+	+			I		1	+	+	+	+	\dashv	\Box		\dashv		Ц			74
Stained Glass		\vdash		T	T	T	+	10	0	0	0		I	T	1	+	+	165	+	+	\Box		\dashv	-				165
Tap Dance	18	16	18	14	T	T	F	+	+	+	0			1			+	+	+	4								35
Taxes		1		T	t	T	+	+	+	1				1		+	+	+	+	4								99
Trips		Ť	48	T	+	22	+	+	+	1	16			1		+	+	+	+	+								0
Ukulele		1	T	T	6	1 00	α	-	+	+	7					+	+	+	+	4								116
Writing		+	T	T	,	,	+	+	+	1	\int	;	;	1	1	+	+	+	4	4					L		T	32
Yoga	19 1	16	19	17	\dagger	T	+	+	+	+		4 6	4 6	= 8	2 8	\dagger	+	+	+	4				_				49
Zumba	42 4			46	\dagger	T	+	+	+	1		74	53	53	07	_	+	+	_	4			Н				T	161
Total	240 198 335 247 157	86	335	247	157 1	153	74 2	22 43	7	450	274 222 135 141 152 177		070		1	ရှင်	38	2	50 46	9		\exists		Н				343
		1			1	1	1			2						֡		-	-						l			

Nutrition Site Report - June 2018

Day	Date	Total Prepared	Total Served	Total Served	Total Served	Non-Senior
		Hot Meals & Salads	Hot Meals	Salads	Hot Meals & Salads	Donations
Fri	1	90	79	10	89	16.50
Mon	4	90	68	19	87	22.00
Tues	5	100	81	18	99	16.50
Wed	6	120	105	13	118	27.50
Thur	7	70	60	5	65	16.50
Fri	8	85	76	6	82	33.00
Mon	11	95	75	19	94	11.00
Tues	12	105	88	12	100	22.00
Wed	13	130	100	22	122	22.00
Thur	14	75	61	10	71	16.50
Fri	15	135	133		133	
			- 100 mg		The party of the same of the	11.50.00
Mon	18	140	127	8	135	22.00
Tues	19	95	79	14	93	11.00
Ved	20	150	136	14	150	38.50
Thur	21	80	75	4	79	5.50
ri	22	95	79	16	95	5.50
Mon	25	110	99	8	107	
ues	26	100	80	18	98	5.50
Ved	27	130	106	18	124	16.50
hur	28	80	67	9	76	16.50
ri	29	110	93	13	106	16.50
Tot	al	2185	1867	256	2123	341

		-	December	4047	1104	0011	2/28		5103	0010	SANG	2420	F007	2004	E064	lone	
		Novombor	MOVEILIBER	ARDE	4020	COOK	4302		52401		5131	5	5771		2111	110	
		October		6432		アとと	1000		0100		6324		6208	0010	5996		
		September	ioanna de	5827		5636		6017			2870	100	6583		54601		
	Γ	August		0/99	0010	6186		5733		2000	00100		6889		2831		
	1	Ainc	0070	0198	0100	8609	1.10	6517		8530	6000	6700	00/6	4700	4/00/4		
	Juni	anne	6070	0/00	5407	7040	1010	2/96		6357	1000	8718	01+0	5280	2200	8040	000
	Mov	INIAY	6770	7710	6567	1000	2002	2882	1000	5982	1	6169	2010	6838	0000	8436	Onto
	Anril		6090	2000	6363	0000	6110	0113	0000	6936		6017		5688		5832	2000
	March	100	6548		6196		6204	1020	1000	0434	01100	62/8		18069		60551	
	February	6	5987	0001	5632		5522	1100	E767	10/0	1011	1/60	2017	2462	. 00.	4364	
	January	1000	5/3/	0001	2868	0000	10709		5701	000	2002	2000	1000	1000	7701	11476	
_		0.00	7077	0770	2013	7 700	41.07		2015	2	2018	20102	2047	7107	0700	2010	



DRAFT2 DRAFT2

Leave a Legacy to the San Bruno Senior Center

Consider making A Charitable Bequest

A charitable bequest is how donors benefit a favorite cause through their will or living trust. Including a bequest to the San Bruno Senior Center (SBSC) in your will or trust is an easy way to make a difference.

Charitable bequests can work to the benefit of your estate's primary beneficiaries courtesy of the current tax laws and is a wonderful way to provide a pre-planned gift.

Advantages to you:

- It doesn't affect your current cash flow or assets.
- It's easy to make and to change if your circumstances change.
- You retain full use and complete control of your property for life.
- It may save you estate taxes later.
- Every dollar of your thoughtful gift is fully tax deductible through San Bruno Senior Center tax ID # 94-6000414.
- Plus, you have the satisfaction and pride of knowing your legacy will continue to benefit future participants at the Senior Center after you're no longer here.

You can make a legacy gift of any size with a simple directive in your will or living trust.

You may not need to rewrite your will or living trust if you decide to make a charitable bequest to SBSC. You can add an amendment, called a codicil, to your will or living trust. Here is some language you can have your attorney review:

"I give and bequeath San Bruno Senior Center, tax identification number 94-6000414, located in San Bruno, CA, \$ (desired gift amount) " (or state a percentage of your estate, or describe real or personal property, including exact location.)

"But I have family. Shouldn't I leave my entire estate to them?"

This is the number one caution when making a bequest. The fact is, depending on the current tax laws, leaving a gift to charity in your name can reduce the estate tax burden on your heirs. Consult a financial advisor or estate attorney to see how would work in your instance.

Step one, contact a financial planner or estate attorney or qualified paralegal to ensure you have a will and to make sure it is up to date, that it includes establishing a charitable gift if that is your wish.

Step two, let San Bruno Senior Center Staff or Board members know of your plan to lend your support. It's important we know what you want done with your eventual gift. And we will want to thank you.

There are a few differences in bequests, depending on what you want to leave, and how you want it done, calling for very specific language. Here are three examples to help direct your gift:

1. Specific Bequest:

"I give,	devise and bequeath to S	an Bruno Senior	Center	1555 Crystal	Springs A	Ave. San Brun	o. CA
94066,	tax ID # 94-6000414.			•	, ,	,	-,

•	1) the	sum of \$, or,
•	2)	_% of my estat	e, or,

3) ___ shares of stock in _____ Company, or

4) my interest in (describe the real property, parcel number #___ located at ____)"

2. Residual Bequest:

"I give, devise and bequeath to San Bruno Senior Center 1555 Crystal Springs Ave, San Bruno, CA 94066, tax ID # 94-6000414; [all or a percentage] _______ % of the residue* of my estate."
*(Residue is defined as that which remains after debts and expenses of administration, legacies and all other devises have been satisfied.)

3. Contingent Bequest:

"In the event that [name of beneficiary] _______does not survive, I give devise and bequeath the deceased beneficiary as a gift to San Bruno Senior Center 1555 Crystal Springs Ave, San Bruno, CA 94066, tax ID # 94-6000414.

YOU CAN SPECIFY DIFFERENT FORMS OF PROPERTY IN YOUR BEQUEST:

APPRECIATED STOCKS AND BONDS, IRA BALANCES: With careful planning, charitable gifts of long term appreciated securities or real estate can create very favorable tax benefits for you and your heirs: such as elimination of paying long-term capital gains tax or receiving an income tax charitable contribution.

TRUST DISTRIBUTIONS: Charitable Trusts offer an opportunity to make a substantial gift to San Bruno Senior Services, while retaining the annual income produced by these assets. You will retain income for your life and the life of your spouse. This gift can also be structured to create a substantial tax break over a period of years.

INSURANCE: You may own some form of life insurance. Life insurance can play a very important part in Planned Charitable Giving. Life insurance for charitable purposes can be accomplished by (1) the transfer of ownership of an existing policy to San Bruno Senior Center, or (2) the purchase of life insurance which names San Bruno Senior Center as the beneficiary and/or owner.

Your bequest is entirely under your control during life and becomes irrevocable only at death. Please consider making an everlasting commitment to the elderly in our community and include San Bruno Senior Services in your will or living trust today

Talk with your financial advisor for more information on these types of gifts.

* The Federal Taxpayer ID for San Bruno Senior Center is 94-6000414

Every Nonprofit Can and Should Have a Bequest Program

Your Donors Want to Include Your Nonprofit in Their Wills

Peter Dazeley/Photographer's Choice/Getty Images

By <u>Joanne Fritz</u> Updated July 12, 2018

Stanford Social Innovation Review recently published an article titled, "Philanthropy's Missing Trillions." Its authors, Jennifer Xia and Patrick Schmitt, began their report with this announcement:

In the next 20 years, an estimated \$30 trillion will be inherited in the United States as the large and prosperous Baby Boomer generation passes its wealth on to the next generation. This is the largest wealth transfer in human history, and may be the single greatest opportunity for philanthropy in the modern era.

The article, however, goes on to cite the lack of planning on the part of nonprofits to take advantage of this massive windfall. Planned giving is just not addressed often enough or strategies are incorrect.

Although <u>planned giving has many components</u>, the bequest is the bread and butter of all planned giving programs. A bequest program is also easy to start and inexpensive. It's where all charitable organizations should begin to harvest their donors' generosity beyond their life spans.

What Are Bequests?

Bequests are the transfers of wealth that occur upon a donor's death. Bequests can take several forms such as:

- Specific bequest a certain amount of cash, securities, or property.
- General bequest property that is similar to all other items distributed, usually cash.
- Percentage bequest a stated percentage of the donor's estate.
- Residual bequest all or a portion of what remains of the estate after specific and general bequests are distributed.

Besides an outright bequest, donors can also set up a trust to benefit charitable organizations during or after their lifetime, such as a <u>charitable remainder trust or</u> charitable lead trust.

Donors can also name one or more nonprofits as beneficiaries of an <u>insurance policy or</u> as the recipient of an IRA or another qualified retirement fund.

Why Nonprofits Must Have a Bequest Program for Their Donors

Setting up a bequest program is easier than you may think. Now is also the time.

It's been estimated that Baby Boomers, now <u>reaching retirement age at a rate of 10,000 per day</u>, will pass on some \$30 trillion over the next 30 to 40 years. Those figures are just for North American Baby Boomers, as set out by Accenture in its report on wealth transfer.

Successful nonprofits take bequests very seriously and often have sophisticated <u>planned giving programs</u> to help them capture some of this wealth transfer.

However, even small nonprofits can set up a bequest program to ensure their survival well into the future. Bequests help both nonprofits and donors. Donors often wish to leave money to their favorite causes, and they and their heirs may receive considerable tax benefits in the process.

Raising Money Through Bequests: How Your Organization Can Profit from the Biggest Intergenerational Transfer of Wealth in History, by David Valinsky and Melanie Boyd, is an easy-to-read book that takes the stress out of setting up a bequest program. Valinsky and Boyd, explain the steps to creating a bequest program, how to market it, and what to do when bequests start rolling in.

Why Do People Give?

There can be many reasons people love to give to charity, but some of the most common include:

- Donors believe in your <u>mission</u>. Donors are inspired by what your organization does to change or save lives in the community.
- Donors have seen the mission played out in their lives. A donor may have worked as a <u>volunteer</u> for your nonprofit. They may <u>serve on the board</u>, taken a tour or heard testimony to what your organization does.
- Donors believe you'll use their gift wisely. Donors <u>must trust you to steward their gifts</u>. That means you are open about finances and don't squander their money. Foster that confidence by telling donors frequently how their contributions have changed lives.

- Your organization has directly affected a donor's life or the life of a loved one.
 Providing exceptional service is the key to gaining gratitude as well as gifts and bequests.
- Donors feel like they know you. Continue to build relationships. Stay in touch.
 Reaching out to donors must be a priority.
- Giving makes donors feel good. Many donors feel that they are only trustees of the money they have earned or inherited. It is fun and fulfilling to give money to help those in need.
- Donors respect your staff and volunteer leadership. How donors view your executive director or your board president, especially their integrity, may dictate whether a donor leaves a bequest.
- Donors appreciate your organization's products and services.
- A bequest allows donors to honor or memorialize a loved one.
- Giving provides donors with acceptance and satisfies the need to belong.

How Do You Get Started with Bequests?

There are several steps to organizing a bequest program. However, one of the first, and perhaps most important, is to get your board's approval.

But how do you get the board to see the value of a bequest program?

Valinsky and Boyd, Raising Money with Bequests, suggest a presentation with these elements:

- Include a report on the history of bequests your organization has received. How many of those bequests were unsolicited? When were they received? Who were those donors? How were they connected to your charity?
- Explain how a bequest program benefits donors. The program allows you to educate people about the importance of having a will, and you can help donors make a dramatic impact on the community.
- Review the benefits to your organization and present the cost to introduce and operate your bequest program. Revenue from a bequest program takes years to realize. If board members balk at this, point out that if you had started this earlier, the organization could have been enjoying its fruits by now.
- Suggest personnel to staff the program. Although new staffing might not be needed right away, board members should understand that as time goes on and the program grows, new personnel may be required.
- Address common myths of donor bequest decision making, such as tax considerations drive donors' estate planning; and donors want to leave their entire estates to their children.

Setting Up the Bequest Advisory Committee

After convincing the board, you'll need to set up a Bequest Advisory Committee.

Valinsky and Boyd say that the best bequest committees are a mix of <u>volunteers</u> and board members, regardless of their profession. They do not all have to be financial wizards. Including ordinary folks who can understand the human aspect of including a charity in your will makes your group stronger and more effective.

Bequest Committee members should be expected to:

- Attend Advisory Committee meetings and actively participate.
- Assist in the creation of the bequest society, such as developing a format, establishing membership eligibility and appropriate recognition, and creating marketing plans
- Review and recommend gift acceptance policies.
- Help staff to implement and market the program.
- Serve as ambassadors and advocates to the board and in the community. This includes speaking to groups about the bequest program.
- Identify prospects and, when appropriate, accompany staff on personal visits.
- Become a member of the bequest society by naming your charity in their will.

Marketing your legacy program includes creating a brochure to introduce prospects to the program and explaining it on your website. Not to mention the need to develop your case for support.

It will all take considerable work up front, but no nonprofit should neglect setting up a bequest program. It may not result in immediate gifts but could be vital for future financial stability.

Resources:

<u>Philanthropy's Missing Trillions,</u> Jennifer Xia and Patrick Schmitt, Stanford Social Innovation Review, 2017

Valinsky and Boyd, Raising Money with Bequests, 2007